

**Strategic Plan
FY 2004 - 2009
(Abridged)**



Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 2005		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE Strategic Plan FY 2004 - 2009 (Abridged)				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Inspector General Department of Defense 400 Army Navy Drive Arlington, VA 22202-4704				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES The original document contains color images.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT UU	18. NUMBER OF PAGES 8	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

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Mission Statement

The Office of the Inspector General of the Department of Defense was established by Congress as one of the “independent and objective units [within listed ‘establishments,’ including the Department of Defense¹] to conduct and supervise audits and investigations relating to the programs and operations of those establishments.” As the principal advisor to the Secretary of Defense in all Inspector General matters, the Inspector General serves as an extension of “the eyes, ears, and conscience”² of the Secretary. In support of the mission of the Department of Defense, the Office of the Inspector General endeavors to:

- “Provide leadership...to promote economy, efficiency and effectiveness”³ of the Department of Defense, i.e. [military] readiness in peace and victory in war;
- Prevent and detect “fraud, waste, and abuse”⁴;
- “Provide policy direction for audits and investigations”⁵;
- “Provide a means for keeping the Secretary of Defense and the Congress fully and currently informed about problems and deficiencies”⁶; and
- “Give particular regard to the activities of the internal audit, inspection, and investigative units of the military departments with a view toward avoiding duplication and insuring effective coordination and cooperation.”⁷

Vision Statement

One professional team of auditors, inspectors, and investigators, inspiring by paradigm a culture of integrity, accountability, and “intelligent risk-taking” throughout the Department of Defense.⁸

Core Values

- Accountability⁹
- Integrity & Efficiency¹⁰

Strategic Goals and Objectives

Goal 1: Inspire by paradigm and strive for excellence in the management of audits, inspections, and investigations, thereby laying the foundation for a culture of creativity, accountability and intelligent-risk taking throughout the Department of Defense.

Objectives:

- 1) Ensure that all Office of the Inspector General (OIG) operations are performed pursuant to prescribed OIG implementing guidance for all the duties, responsibilities, and powers specified in the Inspector General Act and in any other applicable statutes, regulations, or directives.
- 2) Develop and implement a robust cross-directorate and inter-agency Leadership Development and Succession Plan.
- 3) Above all, “lead by example”¹¹ in efforts to implement the President’s Management Agenda initiatives of: strategic management of human capital¹²; competitive sourcing; improved financial performance; expanded electronic government; and budget and performance integration,¹³ within DoD OIG.
- 4) “Give particular regard to the activities of the internal audit, inspection, and investigative units of the military departments with a view toward avoiding duplication and insuring effective coordination and cooperation.”¹⁴
- 5) Improve the effectiveness of all Department of Defense Inspector General operations.
- 6) Improve the efficiency of all Department of Defense Inspector General operations, through reductions in cycle times, and other means.
- 7) Ensure the integrity of the Inspector General by “[complying] with standards established by the Comptroller General...for audits of Federal establishments.”¹⁵ Accordingly, determine “whether internal quality controls are in place and operating and whether established audit standards, policies and procedures are being followed,”¹⁶ and ensure external reviews occur regularly.
- 8) Build and sustain a diverse workforce with the right skill mix, providing equal opportunity for all, thus inspiring by paradigm and fostering the vision of "one professional team" for the OIG.
- 9) Ensure all Personnel Security Investigations are kept current.
- 10) Provide transparent, seamless, timely, and courteous logistical and administrative support to the overall OIG DoD mission to include: policy analysis and coordination; records management; publications; facilities; procurement; supply, accountable property; travel and transportation; and mail and correspondence handling and distribution.

Goal 2: “Promote economy, efficiency and effectiveness in the administration of”¹⁷ all Department of Defense programs, by means of “audits and investigations”¹⁸ and ¹⁹inspections, to thereby ensure that the Inspector General is a catalyst in implementing the transformation efforts of the Secretary of Defense.

Objectives:

- 1) Promote the effectiveness of Department of Defense programs, strategic goals, and mission.
- 2) Promote the economy and efficiency of all Department of Defense programs.
- 3) Improve intelligence products so as to promote the effectiveness of associated Department of Defense programs.

Goal 3: Lead efforts “relating to the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department,”²⁰ and thereby ensure that the Inspector General is a catalyst in implementing the transformation efforts of the Secretary of Defense.

Objectives:

- 1) Significantly contribute to the elimination of waste, fraud and abuse.
- 2) “The Inspector General may receive and investigate complaints or information from an employee of the establishment concerning the possible existence of an activity constituting a violation of law, rules, or regulations, or mismanagement, gross waste of funds, abuse of authority or a substantial and specific danger to the public health and safety.”²¹

Goal 4: “Foster and promote public accountability and integrity”²² within the Department of Defense.

Objective:

- 1) Foster and promote a culture of personal and professional integrity and accountability within the Department of Defense²³.

Goal 5: Keep “the head of the establishment [Secretary of Defense] and the Congress fully and currently informed about problems and deficiencies relating to the administration of [Department of Defense] programs and operations and the necessity for and progress of corrective action.”²⁴

Objectives:

- 1) Report immediately to the Secretary of Defense “particularly serious or flagrant problems, abuses or deficiencies.”²⁵
- 2) “To keep the [Secretary of Defense] and the Congress fully and currently informed by means of [semiannual reports] and otherwise, concerning fraud and other serious

problems, abuses and deficiencies relating to the administration of programs and operations administered or financed by [the Department of Defense], to recommend corrective action concerning such problems, abuses and deficiencies, and to report on the progress made in implementing such corrective action.”²⁶

“To review existing and proposed legislation and regulations relating to programs and operations of [the Department of Defense] to make recommendations in the semiannual reports.”²⁷

- 3) “Give particular regard to the activities of the Comptroller General of the United States with a view toward avoiding duplication and [e]nsuring effective coordination and cooperation.”²⁸
- 4) Expeditiously report (1) “to the Attorney General whenever the Inspector General has reasonable grounds to believe there has been a violation of Federal criminal law”²⁹ and; (2) “suspected or alleged violations of chapter 47 of title 10, United States Code (Uniform Code of Military Justice), to the Secretary of the military department concerned or the Secretary of Defense.”³⁰

Endnotes

¹ Inspector General Act of 1978, as amended, Sections 2(1) (“to conduct and supervise audits and investigations relating to the programs and operations of the establishments listed in section 11(2)”) & 11(2) (“the term ‘establishment’ means the Department of Agriculture, Commerce, Defense. . .”).

² Army Regulation 20-1, *Inspector General Activities and Procedures* 5 (Department of the Army 2002).

³ Inspector General Act of 1978, as amended, Section 2(2)(A).

⁴ Inspector General Act of 1978, as amended, Section 8(c)(1). *See also* 2(2)(B).

⁵ Inspector General Act of 1978, as amended, Section 8(c)(3).

⁶ Inspector General Act of 1978, as amended, Section 2(3). *See also* 4(a)(5).

⁷ Inspector General Act of 1978, as amended, Section 8(c)(9).

⁸ *See* remarks by the President at U.S. Naval Academy Commencement, May 25, 2001; comments by Secretary Rumsfeld, DoD News Briefing – Secretary Rumsfeld and Gen. Myers, December 27, 2001; *see also* Association of Inspectors General, *Principles and Standards for Offices of Inspector General*, at 1 (May 2001) (“the purpose of the Association [of Inspectors General] is to: foster and promote public accountability and integrity in the general areas of the prevention, examination, investigation, audit, detection, elimination and prosecution of fraud, waste and abuse. . .”).

⁹ *See* U.S. Constitution, Article I, Section 9 (“a regular Statement and Account of the Receipts and Expenditures of all public Money shall be published from time to time”).

¹⁰ Executive Order 12805 of May 11, 1992 (“Integrity and Efficiency in Federal Programs”).

¹¹ Secretary Rumsfeld’s comments at 9/17/02 Staff Meeting (subsequently approved for IG dissemination by Secretary Rumsfeld).

¹² Inspector General Regulation 1400.8.

¹³ Executive Office of the President, Office of Management and Budget, *The President’s Management Agenda, Fiscal Year 2002*.

¹⁴ Inspector General Act of 1978, as amended, Section 8(c)(9).

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- ¹⁵ Inspector General Act of 1978, as amended, Section 4(b)(1)(A).
- ¹⁶ Inspector General Act of 1978, as amended, Section 4(b)(2).
- ¹⁷ Inspector General Act of 1978, as amended, Section 2(2)(A).
- ¹⁸ Inspector General Act of 1978, as amended, Section 8(c)(2).
- ¹⁹ Department of Defense Performance and Accountability Report, Working Draft of 11/6/2003.
- ²⁰ Inspector General Act of 1978, as amended, Section 8(c)(1).
- ²¹ Inspector General Act of 1978, as amended, Section 7(a).
- ²² Association of Inspectors General, *Principles and Standards for Offices of Inspector General*, at 1 (May 2001).
- ²³ Inspector General Regulation 1400.8.
- ²⁴ Inspector General Act of 1978, as amended, Section 2(3).
- ²⁵ Inspector General Act of 1978, as amended, Section 5(d).
- ²⁶ Inspector General Act of 1978, as amended, Section 4(a)(5).
- ²⁷ Inspector General Act of 1978, as amended, Section 4(a)(2).
- ²⁸ Inspector General Act of 1978, as amended, Section 4(c).
- ²⁹ Inspector General Act of 1978, as amended, Section 4(d).
- ³⁰ Inspector General Act of 1978, as amended, Section 8(d).